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~~SECRET~~OFFICE OF TRAININGANALYSIS OF PROGRAMS AND COSTS

1. Responsibilities. The Director of Training is responsible for all domestic training of staff employees, except certain highly technical training

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2. Policy.

a. Operational requirements are the constant guide in the development of the training program, and it is only to meet present prospective operating needs that training is done. As a normal part of the Agency's planning process, training is developed to support the programs of the operating components. In addition to serving foreseeable needs, the Office of Training must be able to meet new or changing requirements. For example, new developments in scientific and technical fields have created new requirements; new methods or techniques must be incorporated quickly into training; significant developments in some country or area can lead to crash requirements for training; etc.

b. Training is a factor in the career management and personnel utilization planning of the Agency. The individual's training is approved by his Career Service according to the job he is expected to do and, in the shorter term, most people are assigned to training after their work role is determined and their job-related training needs are apparent. In other words, training is geared to operations to an extent which minimizes misapplication of instruction.

c. Training facilities are made available to personnel of other agencies to the extent that security and "need-to-know" considerations will permit, and to the extent that they can be physically accommodated.

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3. Scope. Training programs developed and conducted by the Office of Training at headquarters relate in a large

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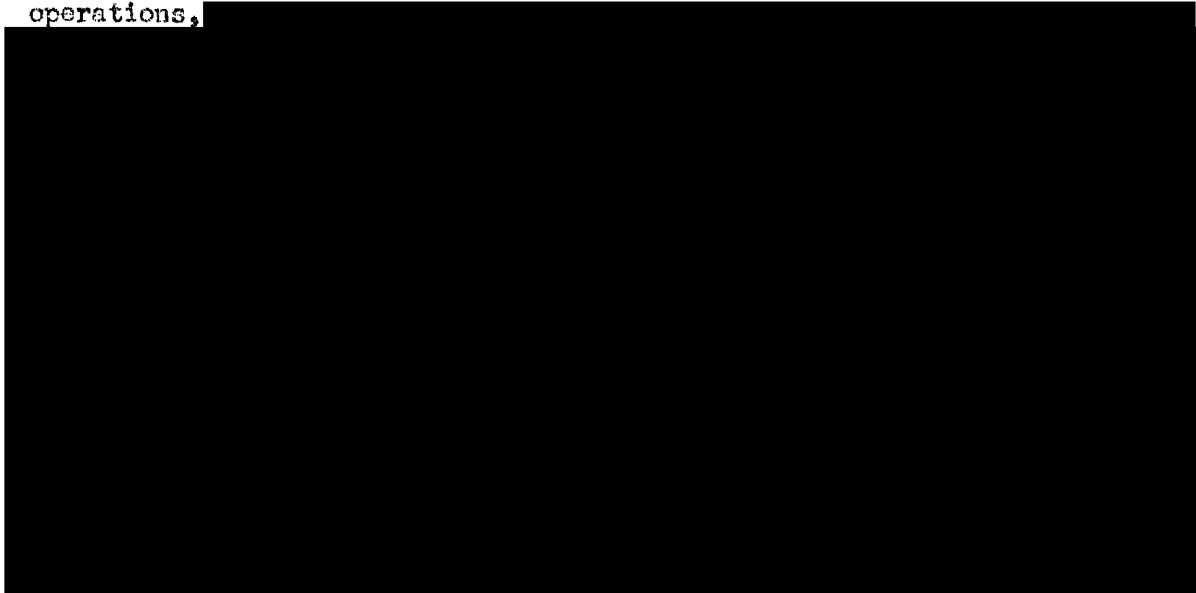
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part to: skills and techniques required to carry out clandestine operational activities for which the Agency is responsible; principles, objectives, and methods of producing national intelligence; knowledge and understanding of foreign languages and areas; executive management, administrative and clerical skills; and methods and techniques of instruction.

Another important activity is the indoctrination and orientation on a "need-to-know" basis of other U. S. government personnel and foreign officials regarding the mission, functions and organization of CIA.

4. Headquarters Training. Training at headquarters is provided by four separate Schools and comprises the following:

a. Operations School. This School is responsible for all phases of training in the principles, objectives and techniques of clandestine operations,



b. Intelligence School. This School is the basic training activity of the Agency in that it fulfills the essential need for indoctrination and orientation of all employees in the principles, methods, organization and activities involved in the production of national intelligence except for training in the language and area fields, the techniques of clandestine operations and various aspects of international communism and the USSR. Courses include an Intelligence Orientation Course, which must be

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attended by all new employees, courses in techniques of intelligence production, courses for clerical employees in clerical skills and administrative procedures, administrative support to clandestine operations, management and supervision and other special courses to meet specific Agency requirements. All activities are conducted at headquarters. The School performs the essential function of preparing employees for duty with the Agency and for subsequent advanced and specialized training required by their individual assignments.

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c. Language and Area School. In order to carry out the mission of the Agency in the most effective way, it is essential that a substantial number of employees possess a knowledge of foreign languages and foreign areas. Our capabilities to teach foreign languages on both a full time and part time basis have expanded in recent years as requirements from Agency components have increased. In order to obtain instructors with native fluency in various languages, staff personnel of the School are assisted by full time and part time contract employees. In order to avoid creating a large staff which could not be utilized full time for language teaching, [REDACTED] and in some cases non-governmental institutions are utilized for language training in all cases where the instruction provided meets the training requirement and the trainee meets the requirements for entrance. The small staff of language instructors employed by CIA is utilized to meet special requirements for language competency in technical or other fields peculiar to the needs of this Agency and to instruct employees who for cover, security or other reasons cannot be trained at a government facility.


A Voluntary Language Training Program conducted during non-working hours was instituted in 1958 in order to create increased language competence of personnel who either could not or should not be released for language training during working hours. Instruction is given by qualified Agency personnel on an overtime basis. The incentive for persons to undertake this training is provided in the form of an awards program under which a person received cash awards for achieving certain levels of competency and for maintaining competency. The awards paid by the Agency are included in the budget of the Office of Training.

d. School of International Communism and the USSR. The activities of this School are located at headquarters. Courses are given on the history, doctrines, organization, objectives and capabilities of international communism and on the special techniques of anti-communist operations. A course is also given to provide area knowledge of the USSR. Members of the staff participate in training and orientation programs conducted by other government agencies and give tutorial training as

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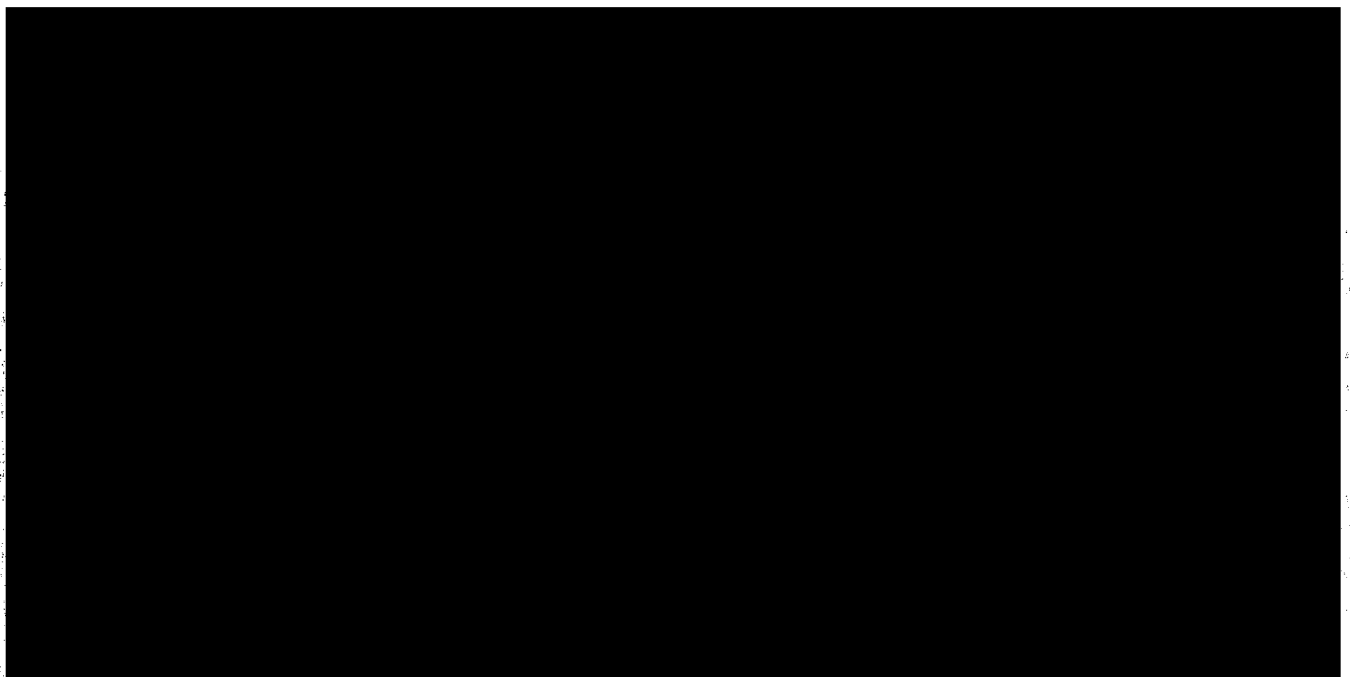
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 In view of the mission and objectives of the Agency, it is vitally important that these training programs be continued.

5. External Training. CIA, like other Federal agencies, finds it necessary to provide training for its employees which will promote the more effective performance of present duties, and will develop among them skills, knowledge and abilities required for the long-term performance of the Agency's mission. Given the nature of intelligence activity, and the broad range of the functions involved, training necessarily encompasses a wide variety of substantive and technical interests. To the fullest practical extent, our training needs are met by internal programs, conducted by the Agency and adapted to its own purposes. However, there are many requirements which cannot be met internally, or which can be met more economically or more effectively elsewhere, in outside facilities both public and private. To meet these requirements the Agency conducts an external training program administered by the Office of Training.

A significant item in the budget of the Office of Training is the cost of external training. Arrangements for such training are made by the Registrar, OTR, upon application by an individual and approval by his Career Service Board and the Director of Training. While the funds required are in the OTR budget, they obviously should not be regarded as part of the cost of OTR training activities.

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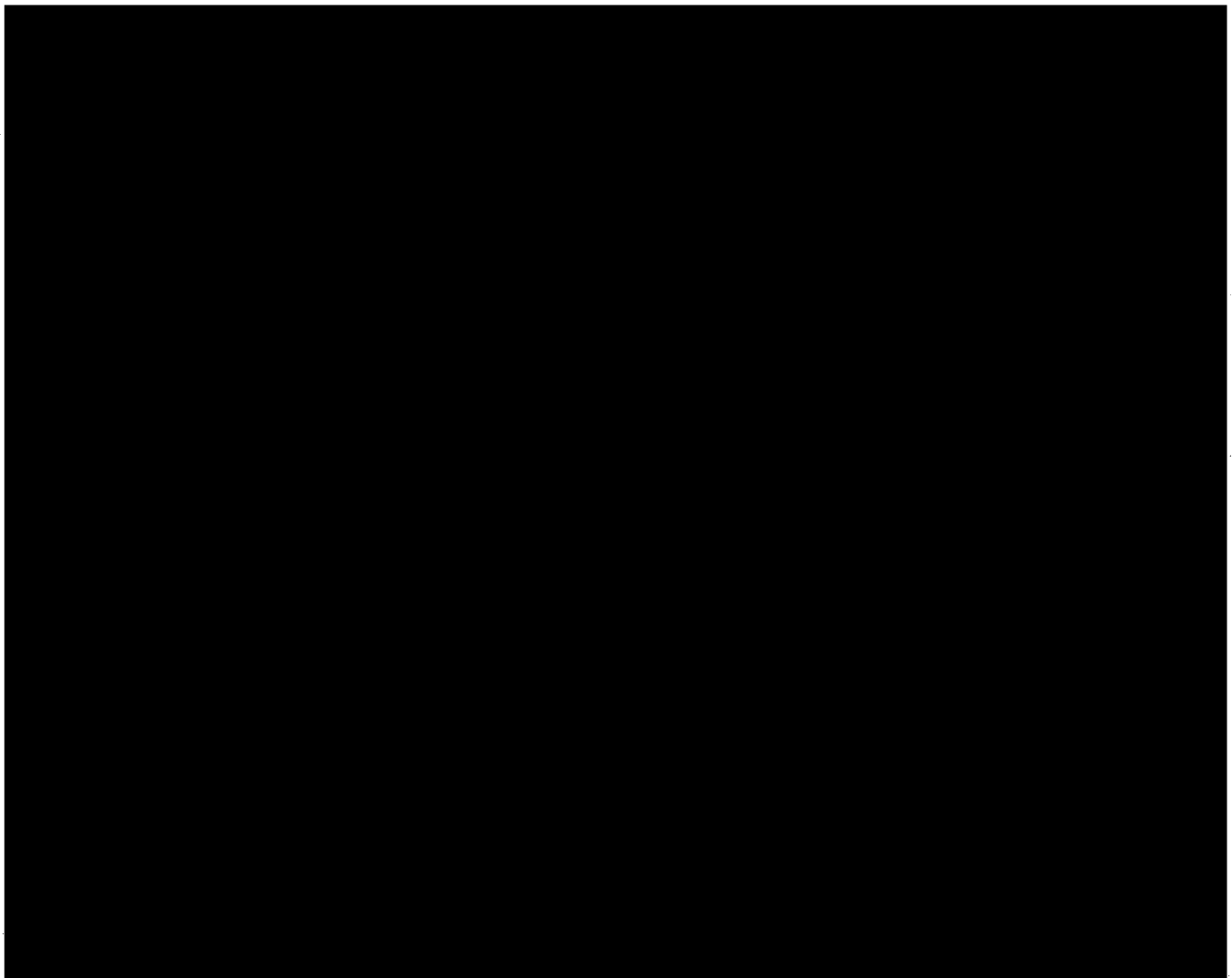


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7. Junior Officer Training Program. This activity selects and arranges the training of highly qualified young men and women, both new recruits and on-duty personnel, for careers as professional officers and to arrange for their placement in appropriate permanent assignments on completion of training. Trainees remain in the Program an average of 18 months to two years during which time they receive on-the-job training in addition to formal courses. Unlike other trainees, the salaries of these individuals are paid from OTR allotments during the time they are in the Program.

8. Support Services.

a. Executive Direction and Administrative Support. This activity includes the Office of the Director of Training, a Plans and Policy

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Staff and an Administrative Branch of the Support Staff responsible for finance, personnel, supply and services.

b. Assessment and Evaluation Staff. This Staff provides psychological services not only to OTR but to other Agency components upon request. Its two principal functions are to develop and interpret evaluations of student performance in courses of instruction and to perform psychological assessments of employees to determine their abilities, limitations and potentials. The entire cost of the Staff is charged to the OTR budget even though many of its services are used by other Agency components.

c. Instructional Services. This activity is included in the Support Staff and handles the acquisition or production of all audio-visual material, including production of motion pictures, for use in various courses of instruction. All projection of motion pictures is done by personnel of the Audio Aids Section of this Branch.

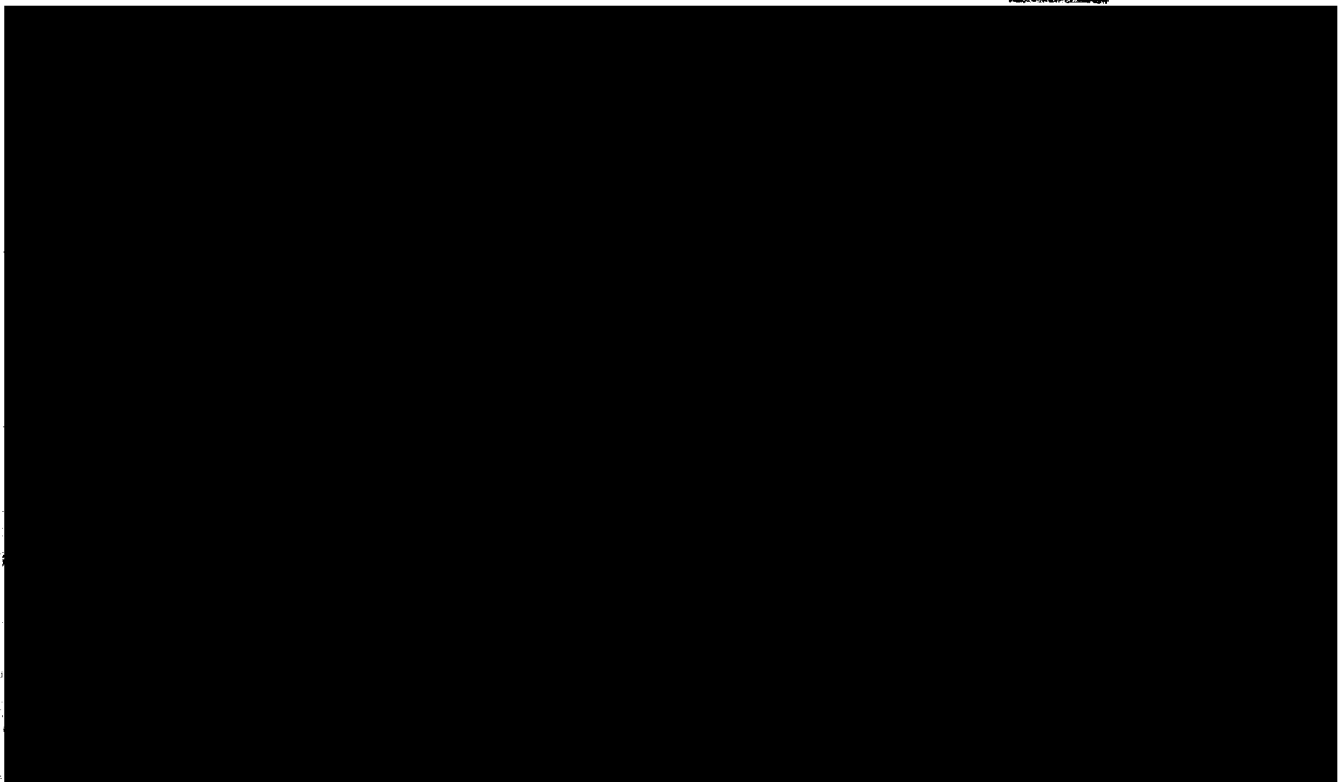
9. Summary of Office of Training Expenditures FY 1959.

a. Expenditures Directly Related to OTR Training Program

Activity

Amount

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TRAINING PROGRAM OF THE OFFICE OF COMMUNICATIONS

1. Listed below are the training courses conducted by the Office of Communications:

- A. Operations - Training of Commo Technicians/Radio in International Morse Code, staff and [REDACTED] 25X1A14a
[REDACTED] use and operation of electronic communications transmitters and receivers. 25X1A14a
- B. Cryptography - Training of Commo Technicians/Radio, Commo Technicians/Crypto, and non-OC CIA personnel in the use of cryptographic devices, Agency cryptographic procedures, Military/State cryptographic procedures, cryptographic security practices.
- C. Technical - Training of Electronic Technicians, Commo Technicians/Radio, Wire Equipment Specialists, and other OC personnel in the electronics theory and maintenance of the electronic and mechanical devices used by OC.
- D. Communications Briefings - Briefing of non-OC employees of CIA on the capabilities and limitations of electronic communications systems in support of clandestine operations. 25X1C14b
- E. [REDACTED]

2. The training is conducted by OC in coordination with the Office of Training, and does not duplicate or overlap OTR or other U.S. Government courses. The training represents an extension of skills possessed by employees and the creation of new skills as required by new equipment, advancements in communications systems, special electronic requirements levied against the Agency, and changes in communications procedures within cover organizations.

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EXTERNAL TRAINING

<u>TYPE TRAINING</u>	<u>NUMBER OF STUDENTS</u>		
Mathematics	17	American University	\$ 1,020
Mathematics	1	George Washington University	60
Mathematics	1	University of Maryland	50
"Improving Professional Communications"	1	Dept. Of Agriculture Grad. School	36
"Good Office Management"	2	Dept. Of Agriculture Grad. School	72
Fundamentals of Watchmaking	5	Elgin Watch Company	900
Chemistry	1	George Washington University	103
"Switching Circuits"	1	Mass. Institute of Technology	250
Electronic Engineering	1	University of Virginia	165
TOTAL STUDENTS:	30	TOTAL COST	\$ 2,962
CORRESPONDENCE COURSES	120	(88)	\$20,372
		(27)	4,533
		(15)	2,385
TOTAL	150		TOTAL \$30,602

This training is budgeted for by the Office of Training.

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